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**PERFORMANCE APPRAISAL PURPOSES IN KWARA STATE
CIVIL SERVICE, NIGERIA: AN ANALYSIS OF EMPLOYEE
ENGAGEMENT AND PERFORMANCE**



LATEEF AMEEN

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2020**

**PERFORMANCE APPRAISAL PURPOSES IN KWARA STATE
CIVIL SERVICE, NIGERIA: AN ANALYSIS OF EMPLOYEE
ENGAGEMENT AND PERFORMANCE**



LATEEF AMEEN (901713)

**A thesis submitted to the Ghazali Shafie Graduate School of Government in
fulfillment of the requirements for the Doctor of Philosophy
Universiti Utara Malaysia**



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
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ABSTRACT

The existing study in the administration research field signifies that employee engagement and employee performance are crucial to the effectiveness of civil service. This is due to the fact that organizational performance and success significantly hinge on both of the factors. However, very slight consideration has been given to the relationship between performance appraisal purposes (PAP) and employee engagement as well as employee performance in the context of civil service. The main aim of this research is to examine the relationship between PAP (training, job promotion, performance feedback, performance recognition and financial reward) and engagement and performance of civil servants in Kwara State Civil Service, Nigeria. To validate the instruments employed in this study, seven (7) experts were consulted for content validation of the adapted scales before a pilot study was conducted among 100 respondents. Subsequently, a total number of 510 civil servants were involved in this study. Data for the study were gathered through quantitative and qualitative surveys from employees working in the Kwara State civil service. PLS-SEM was used to test the study's hypotheses. The results provided support for six (6) out of the eleven (11) hypotheses. The overall findings signify that job promotion, performance recognition and financial reward have a significant positive relationship with employee engagement, while training and performance feedback have insignificant relationship with employee engagement. The results also indicated that training and financial reward have a significant and positive relationship with employee performance, while the job promotion, performance feedback and performance recognition have insignificant relationships with employee performance. Moreover, the results reveal a significant relationship between employee engagement and employee performance. Consequently, this study successfully provides empirical evidence to the practitioners on employee engagement and performance. It also provides insights for civil service directors on how to enhance employee engagement and performance via training, promotion, feedback, recognition and financial reward.

Keywords: Performance Appraisal, Performance Appraisal Purposes, Employee Engagement, Employee Performance, Civil Service.

ABSTRACT

Kajian yang sedia ada dalam penyelidikan bidang pentadbiran memaparkan betapa keterlibatan pekerja dan pencapaian pekerja adalah sangat penting untuk keberkesanan perkhidmatan awam. Walau bagaimanapun, pertimbangan yang amat kecil sahaja diberikan terhadap hubungan antara kepentingan penilaian prestasi (PAP) dan keterlibatan serta pencapaian pekerja dalam konteks perkhidmatan awam. Tujuan utama penyelidikan ini ialah untuk mengkaji hubungan antara PAP (latihan, kenaikan pangkat pekerjaan, penilaian pencapaian, pengiktirafan pencapaian dan imbuhan kewangan) (latihan, kenaikan pangkat pekerjaan, penilaian pencapaian, pengiktirafan pencapaian dan imbuhan kewangan). (latihan, kenaikan pangkat pekerjaan, penilaian pencapaian, pengiktirafan pencapaian dan imbuhan kewangan). Sementara itu, latihan dan penilaian pencapaian mempunyai hubungan yang tidak signifikan dengan keterlibatan pekerja. Hasil kajian turut menunjukkan bahawa latihan dan imbuhan kewangan juga mempunyai hubungan yang signifikan dan positif dengan pencapaian pekerja, manakala kenaikan pangkat pekerjaan, penilaian pencapaian dan pengiktirafan pekerjaan mempunyai hubungan yang tidak signifikan dengan pencapaian pekerja. Lebih daripada itu, hasil kajian juga mendedahkan hubungan yang signifikan antara keterlibatan pekerja dan pencapaian pekerja. Kesimpulannya, kajian ini telah Berjaya mempersembah bukti empirical bagi para pengamal dalam hal keterlibatan pekerja dan pencapaian. Kajian ini turut menyediakan panduan bagi para pengarah perkhidmatan awam bagi memperkasa keterlibatan pekerja dan pencapaian melalui latihan, kenaikan pangkat, penilaian, pengiktirafan serta imbuhan kewangan.

Kata kunci: Penilaian Pencapaian, Keterlibatan Pekerja, Pencapaian Pekerja, Perkhidmatan Awam

ACKNOWLEDGEMENT

In the name of Allah, the most beneficent, the most merciful. All Praises is due to Almighty Allah, the Cherisher and Sustainer of the Worlds. Peace and Blessings of Allah be upon our Noble Prophet Muhammad (SAW). Amin. First and foremost, I give thanks to the Almighty Allah for His divine protection over me, and for giving me the wisdom, understanding, strength and grace that saw me to the end of this program. I ask for his forgiveness and continuous guidance throughout my lifetime and hereafter.

It is deemed necessary to express my heartfelt gratitude to my amiable and erudite supervisor: Dr. Mohd Nazri Baharom for his all-out effort in impacting knowledge to me, advice, and guidance throughout of this research exercise. He is worthy emulating because he is very meticulous and hardworking. I pray Almighty Allah to continue to bless him. Amin. Obviously, I appreciate the management of UUM for creating an enabling environment and facilities which are nearly utopia for doing research and self-development. Furthermore, I am thankful to the entire faculty members of Ghazali Shafie Graduate School of Government (GSGSG) and especially to my reviewers during my proposal defense: Professor Dr Mohammad Ali Embi and Associate Professor Dr Samihah Khalil@Halim your comments and suggestions really helped in improving my research. I am also indebted to the University of Ilorin and department of Public Administration, University of Ilorin for granting me the opportunity to pursue this study. I say thank you.

My special note of thanks goes to my late parents Alhaji Alabira Ameen and Alhaja Halimat Onibiyo Ameen. I am forever indebted for their love, prayers and supports. I pray to Allah to forgive all their shortcoming and grant them Aljanat Firdaus. Amin! I am also indebted to my wife, Madam Aminat Mopelola and my children, AbdulHabeer, AbdulSalam, Halimat and Sekinat for their patience and understanding while I spent much time studying and writing. They were an indispensable source of love, inspiration, faith, motivation and overall emotional nourishment all through my studies in University Utara Malaysia. My special appreciation goes to my brothers and sisters most especially Alhaji Tajudeen Ameen, Alhaja Aminat (London) and Alhaja Bedohu Omotayo Abdulkadri for their supports and prayers. Some personalities must be acknowledged here too for their supports and prayers; they are:

Mallam Sikiru Alabi and entire management of Kwara State Deputy Governor's cooperative for their supports and prayers and many others who contributed in one way or the other to the success of this work. To them I say: **الخير كل عيّل جزاكم**. Furthermore, my 'big thanks' go to many other people who have, in one way or the other, positive influences on my life. I pray Almighty Allah to continue to bless them. Amin.

I thank my entire family, friends and colleagues in Nigeria for their encouragements and supports. Finally, I appreciate all my friends in UUM at large and colleagues at GSGSG. I must say I learn a lot from our camaraderie and research companionship.

Lateef Ameen

October, 2019.



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LIST OF ABBREVIATIONS

AMO	Ability, Motivation and opportunity
APER	Assessment Performance Evaluation Report
ASCON	Administrative Staff College of Nigeria
CA	Cronbach Alpha
CMV	Common Method Variance
CR	Composite Reliability
EE	Employee Engagement
EM	Expected Maximisation
EP	Employee Performance
FR	Financial Reward
HM	Human Resources
HRM	Human Resource Management
HTMT	Heterotrait-Monotrait Ratio of Correlations
JP	Job Promotion
MDAs	Ministries, Department and Agencies
PA	Performance Appraisal
PAP	Performance Appraisal Purposes
PAS	Performance Appraisal System
PCA	Principal Component Analysis
PCFA	Principal Component Factor Analysis
PF	Performance Feedback
PLS	Partial Least Square
PLS-SEM	Partial Least Square-Structural Equation Model
PR	Performance Recognition
SEM	Structural Equation Model
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
TR	Training
UUM	Universiti Utara Malaysia
VIF	Variance Inflated Factor
EFA	Exploratory Factor Analysis

CVI	Content Validity Index
KMO	Kaiser-Meyer-Olkin



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Civil service takes a prominent role and function of a state. It is recognised as an instrument for productive change and growth (Arowolo, 2012). The civil service is a powerful public organisation, which is responsible for the distribution of the essential public goods and services to the general public (Kauzya, 2001). The civil service is also the rule making and executing body of the administrative arm of the government. Efficient and effective civil service delivery, therefore, remains a vital position to any administration of the day and numerous institutes all over the world.

It is predicted that civil service delivery in the context of efficiency, effectiveness, economy, completeness, inclusiveness and accountability will pave way to good governance which eventually culminates in participatory and consensus-oriented, transparency, responsiveness, equitable and inclusiveness towards the management of people and their resources at all levels (World Bank, 1993). No country could accomplish sustainable growth for the enhancement of the standard of living of the persons without an appropriately structured civil service to execute government policies. However, efficient civil service performance in the distribution of amenities has been a broad challenge in African nations, most especially in Nigeria (Adejuwon, 2016).

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APPENDICES

Appendix A

Content Validity Form



CONTENT VALIDITY FORM

Dear Sir/Ma,

We seek your kind help to provide feedback on the items included in the questionnaire of the study entitled; **Performance Appraisal Purposes in Kwara State Civil Service, Nigeria: Analysis of Employee Engagement and Performance**. The objective of this research in broad terms is to examine the Relationship between Performance Appraisal Purposes and Employee Engagement and Performance among the Kwara State civil servants, in Nigeria. Below are the specific research objectives:

- i. To examine the relationships between performance appraisal purposes (training, promotion, feedback, recognition and financial reward) and civil servant engagement in Kwara State Civil Service, Nigeria.
- ii. To investigate relationships between performance appraisal purposes (training, promotion, feedback, recognition and financial reward) and civil servant performance in Kwara State Civil Service, Nigeria.
- iii. To examine the relationship between civil servant engagement and civil servant performance in Kwara State Civil Service, Nigeria.

Kindly rate the items of the questionnaire base on their representativeness and clarity. Also, we would appreciate if you could put some remarks in the comment sections provided in the attached questionnaire.

If you require further information about this research, please contact:

Researcher:

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Name:

Designation:

Institution:

Experience in performance appraisal studies/research Area:..... years

Highest Academic Degree:

TRAINING

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Training to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their training using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
TRAINING					
1	I can use knowledge and behaviours learned in training designed based on performance evaluation at work	1	2	3	4
2	Performance-based training helps me develop the skills I need for the successful accomplishment of my duties.	1	2	3	4
3	The civil service invests in my development and education promoting my personal and professional growth in broad manner	1	2	3	4
4	In the Kwara State civil service, training is designed to enhance my professional growth.	1	2	3	4
5	Training designed based on performance appraisal stimulates learning and application of knowledge.	1	2	3	4
6	In the civil service training needs are identified through performance appraisal periodically.	1	2	3	4

Comment on items (please specify the items):	
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Overall comments of the entire measure:	
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JOB PROMOTION

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Job Promotion to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Promotion using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
JOB PROMOTION					
1	I think every civil servant in the civil service is judged using the same promotion standards.	1	2	3	4
2	Job promotion improves my commitment as well performance to work.	1	2	3	4
3	I can question promotion decisions through a formal communication channel in the civil service	1	2	3	4
4	I think civil service will follow the stated promotion standards to make promotion decisions.	1	2	3	4
5	Civil service where I work reveals all information related to job promotions to us.	1	2	3	4

Comment on items (please specify the items):	
Overall comments of the entire measure:	

PERFORMANCE FEEDBACK

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Appraisal Feedback to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Feedback using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
PERFORMANCE FEEDBACK					
1	Doing the tasks required by my job as a civil servant provides chances for me to figure out how well I am doing.	1	2	3	4
2	My directors and co-workers almost always gave me feedback about how well I am doing.	1	2	3	4
3	After I finish my job, I will know whether I performed well.	1	2	3	4
4	My directors often let me know whether I am performing the job well.	1	2	3	4

5	I am always told whether I am doing a good job.	1	2	3	4
6	My director often commented about the quality of my work.	1	2	3	4

Comment on items (please specify the items):	
Overall comments of the entire measure:	

PERFORMANCE RECOGNITION

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Performance Recognition to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Performance Recognition using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
PERFORMANCE RECOGNITION					
1	I feel really appreciated if my performance is acknowledged.	1	2	3	4
2	I feel that the performance appraisal in civil service value my effort and give recognition to me fairly.	1	2	3	4

3	I will appreciate non-monetary form of recognition such as merit award for job well done.	1	2	3	4
4	I personally feel that my efforts and performances are being recognized and rewarded adequately.	1	2	3	4
5	I agree that being recognized and appreciated will boost my performance.	1	2	3	4
6	When I do a good job, I receive the recognition over it from my director.	1	2	3	4

Comment on items (please specify the items):	
Overall comments of the entire measure:	

FINANCIAL REWARD

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Financial Reward (Pay) to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Pay using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
FINANCIAL REWARD					
1	The pay I get in civil service is related to my performance.	1	2	3	4
2	I think civil service offers me a better salary as well as salary increment after being promoted when compared with other organizations.	1	2	3	4
3	I think civil service is able to use objective job information when making salary decisions.	1	2	3	4
4	I have an opportunity to express my opinions about salary decision to the management in the civil service.	1	2	3	4
5	Civil service will consider civil servants' opinions when making salary decisions.	1	2	3	4

Comment on items (please specify the items):	
Overall comments of the entire measure:	

EMPLOYEE ENGAGEMENT

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Engagement to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Engagement using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
EMPLOYEE ENGAGEMENT					
1	I am willing to really push myself to reach challenging work goals.	1	2	3	4
2	I am prepared to fully devote myself to performing my job duties.	1	2	3	4
3	I get excited thinking about new ways to do my job more effectively.	1	2	3	4
4	I am enthusiastic about providing a high quality service.	1	2	3	4
5	I am always willing to “go the extra mile” in order to do my job well.	1	2	3	4
6	Trying to constantly improve my job performance is very important to me.	1	2	3	4
7	My job is a source of personal pride.	1	2	3	4
8	I am determined to be complete and thorough in all my job duties.	1	2	3	4
9	I am ready to put my heart and soul into my work.	1	2	3	4

Comment on items (please specify the items):	
Overall comments of the entire measure:	

EMPLOYEE PERFORMANCE

Kindly evaluate the following items based on their representativeness and their clarity of the concept of Employee Performance to the civil servants. The items will be distributed to the respondents to rate their agreement or disagreement on their Performance using a Likert-type scale. Finally, comment boxes are provided after the survey for your overall comments and specific comments on any of the items.

Please use the following scale to rate the items below.

1 = item is not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant.

S/N		Relevance			
EMPLOYEE PERFORMANCE					
1	The civil service rates the quality of my work in the past twelve months very good.	1	2	3	4
2	Compared to last year, the level of my performance in the past twelve months has improved.	1	2	3	4
3	The quality of my work is often above what it should have been in the past twelve months.	1	2	3	4
4	The civil service rate the quality of my work in the past twelve months adequate.	1	2	3	4
5	Compared to last year, the quantity of my work in the last twelve months is much better.	1	2	3	4
6	The quantity of my work is never less than what it should have been in the past twelve months.	1	2	3	4
7	I plan my work so that is always done on time.	1	2	3	4
8	I worked towards the end result of my work.	1	2	3	4
9	I kept in mind the results that I had to	1	2	3	4

	achieve in my work.				
10	I often set priorities when doing my work.	1	2	3	4
11	I was able to separate main issues from side issues at work	1	2	3	4
12	I was able to perform my work well with minimal time and effort.	1	2	3	4
13	It took me shorter time to complete my work tasks than intended.	1	2	3	4
14	I was able to meet my appointment with other always.	1	2	3	4
15	I was able to fulfil my responsibilities.	1	2	3	4
16	Collaboration with others enhance my work.	1	2	3	4
17	Others understand me when I explain their job for them.	1	2	3	4
18	I do understand when others explain my job for me	1	2	3	4
19	My communication with others led to the desired result.	1	2	3	4
20	I came up with creative ideas at work.	1	2	3	4
21	I took the initiative when there was a problem to be solved.	1	2	3	4
22	I took the initiative when something had to be organized.	1	2	3	4
23	I started new tasks myself, when my old ones were finished.	1	2	3	4
24	I asked for help when needed.	1	2	3	4
25	I have been praised for my work.	1	2	3	4
26	I tried to learn from the feedback I got from others on my work.	1	2	3	4
27	I took on challenging work tasks	1	2	3	4
28	I think civil service were satisfied with my work	1	2	3	4
29	I took into account the wishes of the civil	1	2	3	4

service in my work

Comment on items (please specify the items):	
Overall comments of the entire measure:	



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Appendix B
Results of Content Validity Index (CVI)

Item-Level and Scale-Level CVIs for Training

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
TR1	3	3	4	3	3	4	2	6/7=0.85
TR2	3	4	4	3	3	4	4	7/7=1.00
TR3	3	4	4	4	3	4	3	7/7=1.00
TR4	4	4	4	3	3	4	3	7/7=1.00
TR5	4	4	4	4	3	4	3	7/7=1.00
TR6	3	4	4	2	3	4	3	6/7=0.85
Proportion Relevant:	1	1	1	0.83	1	1	0.83	S-CVI/Ave = 6.66/7 = 0.95

Item-Level and Scale-Level CVIs for Job Promotion

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
JP1	4	4	3	3	3	3	3	7/7=1.00
JP2	4	4	2	3	3	4	4	6/7=0.85
JP3	4	4	2	3	3	4	4	6/7=0.85
JP4	4	4	3	4	3	4	3	7/7=1.00
JP5	4	4	2	4	3	4	3	6/7=0.85
Proportion Relevant:	1	1	0.4	1	1	1	1	S-CVI/Ave = 6.4/7 = 0.91

Item-Level and Scale-Level CVIs for Performance Feedback

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
PF1	4	4	3	3	4	4	3	$7/7=1.00$
PF2	4	4	3	3	4	4	4	$7/7=1.00$
PF3	4	4	2	3	4	4	4	$6/7=0.85$
PF4	4	4	2	3	4	4	4	$6/7=0.85$
PF5	4	4	2	4	4	4	4	$6/7=0.85$
PF6	4	4	2	3	4	4	4	$6/7=0.85$
Proportion Relevant:	1	1	0.33	1	1	1	1	S-CVI/Ave = $6.33/7 = 0.90$

Item-Level and Scale-Level CVIs for Performance Recognition

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
PR1	4	4	2	4	3	4	4	$6/7=0.85$
PR2	4	4	3	3	3	3	4	$7/7=1.00$
PR3	4	4	2	2	3	4	4	$5/7=0.71$
PR4	4	4	3	3	3	4	4	$7/7=1.00$
PR5	4	4	3	4	3	4	4	$7/7=1.00$
PR6	4	4	2	3	4	4	4	$6/7=0.85$
Proportion Relevant:	1	1	0.5	0.83	1	1	1	S-CVI/Ave = $6.33/7 = 0.90$

Item-Level and Scale-Level CVIs for Financial Reward

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
FR1	4	4	3	4	3	3	4	7/7=1.00
FR2	4	4	3	4	3	4	4	7/7=1.00
FR3	4	4	2	3	3	4	4	6/7=0.85
FR4	4	4	2	3	3	4	3	7/7=1.00
FR5	4	4	2	4	3	4	4	7/7=1.00
Proportion Relevant:	1	1	0.4	1	1	1	1	S-CVI/Ave = 6.4/7 = 0.91

Item-Level and Scale-Level CVIs for Employee Engagement

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
EE1	4	4	3	4	3	4	3	7/7=1.00
EE2	4	4	3	4	4	4	3	7/7=1.00
EE3	4	4	3	4	3	4	3	7/7=1.00
EE4	4	4	3	4	3	4	3	7/7=1.00
EE5	4	4	3	4	4	4	2	6/7=0.85
EE6	4	4	3	4	4	4	3	7/7=1.00
EE7	4	4	2	4	4	4	1	5/7=0.71
EE8	4	3	4	4	4	3	4	7/7=1.00
EE9	4	4	4	4	4	3	4	7/7=1.00
Proportion Relevant:	1	1	0.88	1	1	1	0.77	S-CVI/Ave= 6.65/7=0.95

Item-Level and Scale-Level CVIs for Employee Performance

Items	Experts							Item-Level CVI
	1	2	3	4	5	6	7	
EP1	4	4	3	4	3	4	3	7/7=1.00
EP2	4	4	2	4	4	4	3	6/7=0.85
EP3	4	4	1	4	4	3	4	6/7=0.85
EP4	4	4	2	4	4	3	4	6/7=0.85
EP5	4	4	2	4	4	4	4	6/7=0.85
EP6	4	4	3	3	4	3	4	7/7=1.00
EP7	4	4	2	4	4	4	4	6/7=0.85
EP8	4	4	2	4	4	4	4	6/7=0.85
EP9	4	4	2	4	4	4	4	6/7=0.85
EP10	4	2	1	3	4	4	3	5/7=0.71
EP11	4	3	2	3	4	4	3	6/7=0.85
EP12	4	4	4	3	4	4	4	7/7=1.00
EP13	4	4	2	3	4	3	4	6/7=0.85
EP14	4	4	3	3	4	3	4	7/7=1.00
EP15	4	3	3	3	4	4	4	7/7=1.00
EP16	4	4	2	3	4	3	4	6/7=0.85
EP17	4	4	3	3	4	3	4	7/7=1.00
EP18	4	4	3	3	4	4	4	7/7=1.00
EP19	4	4	3	3	4	4	4	7/7=1.00
EP20	4	4	3	3	4	4	4	7/7=1.00
EP21	4	4	3	3	4	4	4	7/7=1.00
EP22	4	4	3	4	4	4	4	7/7=1.00
EP23	4	4	2	4	4	4	4	6/7=0.85
EP24	4	4	1	4	4	4	4	6/7=0.85
EP25	4	4	2	4	4	4	4	6/7=0.85
EP26	4	4	2	4	4	4	4	6/7=0.85
EP27	4	4	2	4	4	4	4	6/7=0.85
EP28	4	4	2	4	4	3	4	6/7=0.85
EP29	4	4	2	4	4	4	4	6/7=0.85
Proportion Relevant:	1	0.96	0.37	1	1	1	1	SCVI/Ave= 6.33/7=0.90

Appendix C
Pilot Study Questionnaire



**COLLEGE OF LAW, GOVERNMENT AND INTERNATIONAL
STUDIES**
UNIVERSITI UTARA MALAYSIA

ACADEMIC RESEARCH QUESTIONNAIRE

Dear Sir/Madam,

I am a postgraduate student from School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia (UUM), and currently conducting a survey to examine the relationships of Performance Appraisal Practices/Purposes on Employee Engagement and Performance in Kwara State Civil Service, Nigeria as part of the Ph.D. requirement.

This questionnaire is solely for the academic purpose. All information provided shall be treated with utmost confidentiality with the researcher and the Supervisor, Dr. Mohd Nazri Baharom. I undertake to report the result in such a way that anonymity of the respondent is preserved.

Thank you very much for your participation.

Sincerely,

LATEEF AMEEN.

Tel No: +60166427239; +2348038584796

E-mail: abdlateef4ever@gmail.com

INFORMATION

The questionnaire comprises two parts. Part I represents the demographic information while Part II (Sections A-G) consists of questions on Performance Appraisal practices/purposes such as Training, Job Promotion, Appraisal Feedback, Appraisal Recognition and Financial reward.

PART I: DEMOGRAPHIC INFORMATION

1. Gender: (i) Male () (ii) Female ()
2. Age: (i) 18 - 25yrs () (ii) 26 – 35yrs ()
(iii) 36 – 45yrs () (iv) 46 – 55yrs ()
(v) 56 yrs and above ()
3. Marital Status: (i) Married () (ii) Single ()
(iii) Divorced () (iv) Widow ()
4. Educational Qualification: (i) Diploma and below () (ii) Degree ()
(iii) Masters () (iv) Doctoral degree ()
5. Year of work experience: (i) 1 - 5 yrs () (ii) 6 – 10 yrs ()
(iii) 11-15 yrs () (iv) 16-20 yrs. ()
(v) 21yrs and above ()

PART II (SECTIONS A – G)

SECTION A: TRAINING

GUIDELINES: In section A, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	I can use knowledge and behaviours learned in training designed based on performance evaluation at work	1	2	3	4	5
2	Performance-based training helps me develop the skills I need for the successful accomplishment of my duties.	1	2	3	4	5
3	The Kwara State civil service invests in my personal development in broad manner	1	2	3	4	5
4	The Kwara State civil service invests in my professional growth in broad manner	1	2	3	4	5
5	In the Kwara State civil service, training is designed to enhance my professional growth.	1	2	3	4	5
6	Training designed based on performance appraisal report stimulates learning and application of knowledge.	1	2	3	4	5
7	In the Kwara State civil service, training needs are identified through performance appraisal periodically.	1	2	3	4	5

SECTION B: JOB PROMOTION

GUIDELINES: In section B, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	I think every civil servant in Kwara State is judged using the same promotion standards.	1	2	3	4	5
2	Job promotion improves my commitment as well performance to work.	1	2	3	4	5
3	I can question promotion decisions through a formal communication channel in the Kwara State civil service	1	2	3	4	5
4	I think Kwara State civil service follow the stated promotion standards to make promotion decisions.	1	2	3	4	5
5	Promotion exercise in Kwara State civil service is transparent and unbiased.	1	2	3	4	5

SECTION C: PERFORMANCE FEEDBACK

GUIDELINES: In section C, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	Doing the tasks required by my job as a civil servant provides chances for me to figure out how well I am doing.	1	2	3	4	5
2	My Director almost always gave me feedback about how well I am doing.	1	2	3	4	5
3	After I finish my job, I will know whether I performed well.	1	2	3	4	5
4	My Director often let me know whether I am performing the job well or not.	1	2	3	4	5
5	I am always told whether I am doing a good job.	1	2	3	4	5
6	My Director often comment about the quality of my work.	1	2	3	4	5

SECTION D: PERFORMANCE RECOGNITION

GUIDELINES: In section D, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	I feel really appreciated if my performance is acknowledged.	1	2	3	4	5
2	I feel that the performance appraisal scheme in the Kwara State civil service values my efforts.	1	2	3	4	5
3	I feel that the performance appraisal scheme in the Kwara State civil service gives recognition to me fairly.	1	2	3	4	5
4	I will appreciate non-monetary form of recognition such as merit award for job well done.	1	2	3	4	5
5	I personally feel that my efforts are being recognized adequately.	1	2	3	4	5
6	I personally feel that my performances are being recognized adequately.	1	2	3	4	5
7	I agree that being appreciated will boost my performance.	1	2	3	4	5
8	When I do a good job, I receive commendation from my Director.	1	2	3	4	5

SECTION E: FINANCIAL REWARD

GUIDELINES: In section E, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	The pay I receive in Kwara State civil service is related to my performance.	1	2	3	4	5
2	I think civil service offers me a better salary as well	1	2	3	4	5

	as salary increment after being promoted when compared with other organizations.					
3	I think Kwara State civil service is able to use objective job information when making salary decisions.	1	2	3	4	5
4	I have an opportunity to express my opinions about salary decision to the management in the Kwara State civil service.	1	2	3	4	5
5	Kwara State civil service will consider civil servants' opinions when making salary decisions.	1	2	3	4	5

SECTION F: EMPLOYEE ENGAGEMENT

GUIDELINES: In section F, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	I am willing to really push myself to reach challenging work goals.	1	2	3	4	5
2	I am prepared to fully devote myself to performing my job duties.	1	2	3	4	5
3	I get excited thinking about new ways to do my job more effectively.	1	2	3	4	5
4	I am enthusiastic about providing a high quality service.	1	2	3	4	5
5	I am always willing to "go the extra mile" in order to do my job well.	1	2	3	4	5
6	Trying to constantly improve my job performance is very important to me.	1	2	3	4	5
7	My job is a source of personal pride.	1	2	3	4	5
8	I am determined to be thorough in all my job duties.	1	2	3	4	5
9	I am ready to put my full ability into my work.	1	2	3	4	5

SECTION G: EMPLOYEE PERFORMANCE

GUIDELINES: In section G, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The civil service rates the quality of my work in the past twelve months very well.	1	2	3	4	5
2	Compared to last year, the level of my performance in the past twelve months has improved.	1	2	3	4	5
3	The quality of my work is of above what it should have been in the past twelve months.	1	2	3	4	5
4	The civil service rate the quality of my work in the past twelve months as adequate.	1	2	3	4	5
5	Compared to last year, the quantity of my work in the last twelve months is much better.	1	2	3	4	5
6	The quantity of my work is never less than what it should have been in the past twelve months.	1	2	3	4	5
7	I plan my work so that it is always done on time.	1	2	3	4	5
8	I worked towards the end-result of my work.	1	2	3	4	5
9	I kept in mind the results that I had to achieve in my work.	1	2	3	4	5
10	I often set priorities when doing my work.	1	2	3	4	5
11	I was able to separate main issues from side issues at work	1	2	3	4	5
12	I was able to perform my work well with minimal effort.	1	2	3	4	5
13	It took me shorter time to complete my work tasks than intended.	1	2	3	4	5
14	I was able to meet my appointment with other always.	1	2	3	4	5
15	I was able to fulfill my responsibilities.	1	2	3	4	5
16	Collaboration with others enhances my work.	1	2	3	4	5
17	Others understand me when I explain their job to them.	1	2	3	4	5
18	I do understand when others explain my job to me	1	2	3	4	5

19	My communication with others led to the desired result.	1	2	3	4	5
20	I came up with creative ideas at work.	1	2	3	4	5
21	I took the initiative when there was a problem to be solved.	1	2	3	4	5
22	I took the initiative when something had to be organized.	1	2	3	4	5
23	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
24	I asked for help when needed.	1	2	3	4	5
25	I have been praised for my work.	1	2	3	4	5
26	I tried to learn from the feedback I got from others on my work.	1	2	3	4	5
27	I took on challenging work tasks	1	2	3	4	5
28	I think civil service is satisfied with my work	1	2	3	4	5
29	I took into account the wishes of the civil service in my work	1	2	3	4	5

Thank you for your participation in answering this questionnaire.

Lateef Ameen.

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Appendix D

Survey Introduction Letter



Appendix E
Final Survey Questionnaire



**COLLEGE OF LAW, GOVERNMENT AND INTERNATIONAL
STUDIES
UNIVERSITI UTARA MALAYSIA**

ACADEMIC RESEARCH QUESTIONNAIRE

Dear Sir/Madam,

I am a postgraduate student from School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia (UUM), and currently conducting a survey to examine the Relationships of Performance Appraisal Practices/Purposes on Employee Engagement and Performance in Kwara State Civil Service, Nigeria as part of the Ph.D. requirement.

This questionnaire is solely for the academic purpose. All information provided shall be treated with utmost confidentiality with the researcher and the Supervisor, Dr. Mohd Nazri Baharom. I undertake to report the result in such a way that anonymity of the respondent is preserved.

Thank you very much for your participation.

Sincerely,

LATEEF AMEEN.

Tel No: +60166427239; +2348038584796

E-mail: abdlateef4ever@gmail.com

INFORMATION

The questionnaire comprises two parts. Part I represents the demographic information while Part II (Sections A-G) consists of questions on Performance Appraisal practices/purposes such as Training, Job Promotion, Appraisal Feedback, Appraisal Recognition and Financial reward.

PART I: DEMOGRAPHIC INFORMATION

1. Gender: (i) Male () (ii) Female ()
2. Age: (i) 18 - 25yrs () (ii) 26 – 35yrs ()
(iii) 36 – 45yrs () (iv) 46 – 55yrs ()
(v) 56 yrs and above ()
3. Marital Status: (i) Married () (ii) Single ()
(iii) Divorced () (iv) Widow ()
4. Educational Qualification: (i) Diploma and below () (ii) Degree ()
(iii) Masters () (iv) Doctoral degree ()
5. Year of work experience: (i) 1 - 5 yrs () (ii) 6 – 10 yrs ()
(iii) 11-15 yrs () (iv) 16-20 yrs. ()
(v) 21yrs and above ()

PART II (SECTIONS A – G)

SECTION A: TRAINING

GUIDELINES: In section A, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The Kwara State civil service invests in my personal development in broad manner	1	2	3	4	5
2	The Kwara State civil service invests in my professional growth in broad manner	1	2	3	4	5
3	In the Kwara State civil service, training is designed to enhance my professional growth.	1	2	3	4	5
4	Training designed based on performance appraisal report stimulates learning and application of knowledge.	1	2	3	4	5
5	In the Kwara State civil service, training needs are identified through performance appraisal periodically.	1	2	3	4	5

SECTION B: JOB PROMOTION

GUIDELINES: In section B, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	I can question promotion decisions through a formal communication channel in the Kwara State civil service	1	2	3	4	5
2	I think Kwara State civil service follow the stated promotion standards to make promotion decisions.	1	2	3	4	5
3	Promotion exercise in Kwara State civil service is transparent and unbiased.	1	2	3	4	5

SECTION C: PERFORMANCE FEEDBACK

GUIDELINES: In section C, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	Doing the tasks required by my job as a civil servant provides chances for me to figure out how well I am doing.	1	2	3	4	5
2	My Director almost always gave me feedback about how well I am doing.	1	2	3	4	5
3	My Director often let me know whether I am performing the job well or not.	1	2	3	4	5
4	My Director often comment about the quality of my work.	1	2	3	4	5

SECTION D: PERFORMANCE RECOGNITION

GUIDELINES: In section D, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	I feel that the performance appraisal scheme in the Kwara State civil service values my efforts.	1	2	3	4	5
2	I feel that the performance appraisal scheme in the Kwara State civil service gives recognition to me fairly.	1	2	3	4	5
3	I will appreciate non-monetary form of recognition such as merit award for job well done.	1	2	3	4	5
4	I personally feel that my performances are being recognized adequately.					
5	I agree that being appreciated will boost my performance.	1	2	3	4	5
6	When I do a good job, I receive commendation from my Director.	1	2	3	4	5

SECTION E: FINANCIAL REWARD

GUIDELINES: In section E, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	The pay I receive in Kwara State civil service is related to my performance.	1	2	3	4	5
2	I think civil service offers me a better salary as well as salary increment after being promoted when compared with other organizations.	1	2	3	4	5
3	I think Kwara State civil service is able to use objective job information when making salary decisions.	1	2	3	4	5

SECTION F: EMPLOYEE ENGAGEMENT

GUIDELINES: In section F, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N		SD	D	N	A	SA
	STATEMENTS	(1)	(2)	(3)	(4)	(5)
1	I am willing to really push myself to reach challenging work goals.	1	2	3	4	5
2	I am prepared to fully devote myself to performing my job duties.	1	2	3	4	5
3	I get excited thinking about new ways to do my job more effectively.	1	2	3	4	5
4	I am enthusiastic about providing a high quality service.	1	2	3	4	5
5	I am always willing to “go the extra mile” in order to do my job well.	1	2	3	4	5
6	I am ready to put my full ability into my work.	1	2	3	4	5

SECTION G: EMPLOYEE PERFORMANCE

GUIDELINES: In section G, please rate your level of agreement with the following statements as all questions have the same options 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neither Disagree nor Agree (N), 4 = Agree (A); 5 = Strongly Agree (SA):

S/N	STATEMENTS	SD (1)	D (2)	N (3)	A (4)	SA (5)
1	The civil service rates the quality of my work in the past twelve months very well.	1	2	3	4	5
2	I was able to separate main issues from side issues at work	1	2	3	4	5
3	Collaboration with others enhances my work.	1	2	3	4	5
4	My communication with others led to the desired result.	1	2	3	4	5
5	I came up with creative ideas at work.	1	2	3	4	5
6	I took the initiative when there was a problem to be solved.	1	2	3	4	5
7	I took the initiative when something had to be organized.	1	2	3	4	5
8	I started new tasks myself, when my old ones were finished.	1	2	3	4	5
9	I asked for help when needed.	1	2	3	4	5
10	I have been praised for my work.	1	2	3	4	5
11	I tried to learn from the feedback I got from others on my work.	1	2	3	4	5
12	I took on challenging work tasks	1	2	3	4	5
13	I think civil service is satisfied with my work	1	2	3	4	5
14	I took into account the wishes of the civil service in my work	1	2	3	4	5

Thank you for your participation in answering this questionnaire.

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Appendix F

KMO and Barlett's Test Results

KMO and Bartlett's Test for Performance Appraisal Purposes

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.542
Bartlett's Test of Sphericity	Approx. Chi-Square	679.822
	Df	190
	Sig.	.000

KMO and Bartlett's Test for Employee Engagement

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
Bartlett's Test of Sphericity	Approx. Chi-Square	65.168
	Df	15
	Sig.	.000

KMO and Bartlett's Test for Employee performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	989.024
	Df	91
	Sig.	.000

Appendix G

Interview Guide for Qualitative Study

1. How would you describe the purposes of performance appraisal in general?
2. What are the purposes for conducting performance appraisal for civil servants in kwara state?
3. It has been observed from the result obtained from the questionnaire distributed earlier to the civil servants that Training is not significantly related with employee engagement (civil servant). Why do you think this is so in Kwara State Civil Service?
4. It is further noted from the result that performance feedback does not have significant relationship with employee engagement (civil servant). Why?
5. It is also observed from the result obtained that there is no significant relationship between job promotion and civil servant's performance, would you please tell me why this happened in Kwara State Civil Service?
6. Besides, the result further indicates that there is no significant relationship between performance feedback and employee performance. What do you think could have caused this?
7. Moreover, it is observed too that performance recognition does not have a significant relationship with civil servant employee performance (civil servants). Why?